



# St Kilda Strategic Plan: Review

July 2024





## City of Port Phillip

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# EXECUTIVE SUMMARY

The review of the *St Kilda Strategic Plan (Volume 1: Plan, and Volume 2: Background)* evaluates the progress made in revitalising the area since the plan's adoption in December 2021. The primary objectives of the plan were to eliminate barriers to economic activity, develop strategic recommendations, and ensure alignment with the City of Port Phillip (CoPP) and State Government strategies.

Current trends show mixed economic performance, with the COVID-19 pandemic significantly impacting the study area, requiring targeted revitalisation efforts. Despite these challenges, CoPP has made notable progress in achieving the plan's objectives. Key achievements include supporting local businesses through streamlined processes and targeted initiatives, preparing nearly a dozen key strategies, policies, and plans that provide enhanced guidance for land use and development, and facilitating the development of several strategic sites, leading to increased investment and job creation.

To develop this review, the plan's recommendations were assessed against several identified indicators of success, including the status of recommendations, alignment with government priorities, timely delivery, efficient budget allocation, resource management, and relevance to the original project objectives.

The review proposes updated recommendations (refer to Table 1) to:

- Update timelines to better reflect CoPP priorities.
- Revise cost estimations, ensuring distinct projects undergo separate business case development and budget allocation processes.
- Remove actions that do not meet success indicators or project objectives.
- Simplify actions to streamline processes.

These updates aim to streamline processes, improve resource efficiency, enhance support for local businesses, and ensure the ongoing development and revitalisation of St Kilda in line with the plan's primary objectives. The updated recommendation table includes key tasks commencing in the 2024-2025 financial year:

- Identifying strategic development sites within the municipality.
- Progressing the HO7 and HO5 precinct reviews.

The revised recommendations ensure alignment with current strategies and policies, enhancing support for local businesses, improving community infrastructure, and ensuring the continued growth and vibrancy of St Kilda and Balaclava.



# PART ONE – INTRODUCTION

## Purpose

The purpose of this two-year review is to evaluate the ongoing progress and performance of the *St Kilda Strategic Plan (Volume 1: Plan, and Volume 2: Background)*. This review assesses the effectiveness of the plan in achieving its objectives and determine if the recommendations adopted by the Council in December 2021 are still the most suitable approach.

## Goal

This review aims to provide a comprehensive overview of the progress made in implementing the plan and its recommendations, justify spending priorities or savings, and guide corrective actions to ensure the original objectives are met.

## Scope

This review focuses on identifying work underway or completed and evaluating the primary and secondary recommendations of the plan. It does not intend to reassess the study area boundary or introduce new recommendations.

## Method

The methodology for this review includes the following steps:



**Define objectives and indicators:** Identify the original objectives of the plan and determine measurement criteria, including both quantitative and qualitative indicators.



**Data collection and analysis:** Establish baseline data and compare it with identified indicators to pinpoint gaps, trends, or issues to track the plan's progress and performance.



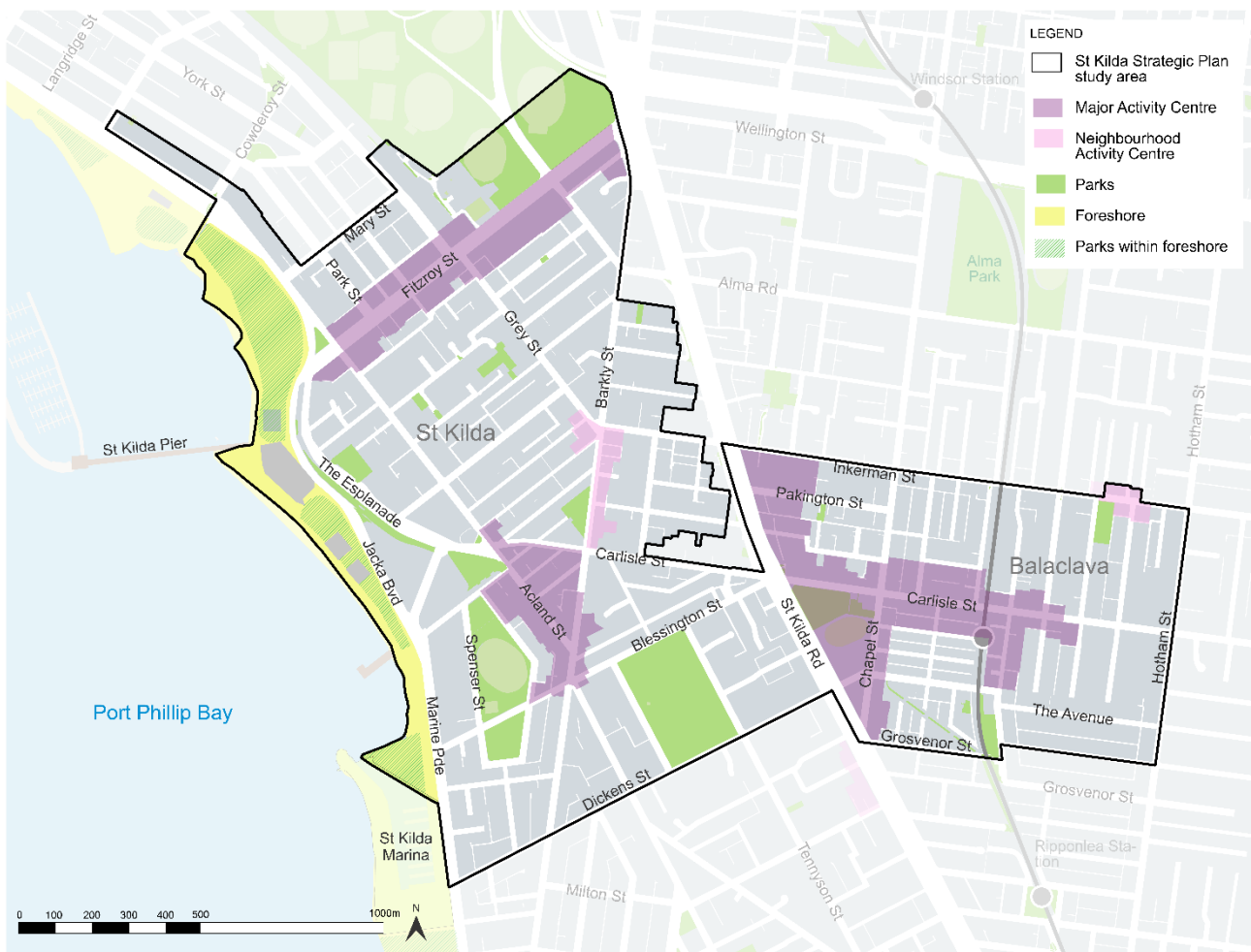
**Reporting and Communication:** Report and communicate the results of the evaluation in this document.

# Study area

The St Kilda Strategic Plan study area, adopted in 2021, includes two designated Major Activity Centres (MACs): St Kilda and Carlisle Street. These MACs feature key streets that serve as hubs for residential, economic, and entertainment activities and are located near community services and public transport:

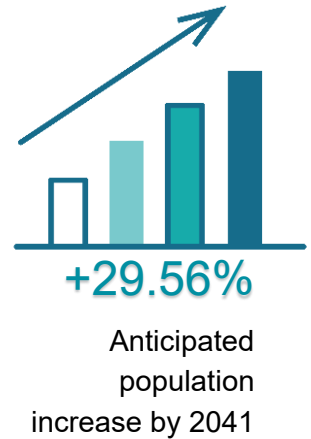
- **St Kilda Major Activity Centre:**
  - Fitzroy Street, St Kilda
  - Acland Street, St Kilda
- **Carlisle Street Major Activity Centre:**
  - Carlisle Street, Balaclava

**Map 1 St Kilda Strategic Plan study area**

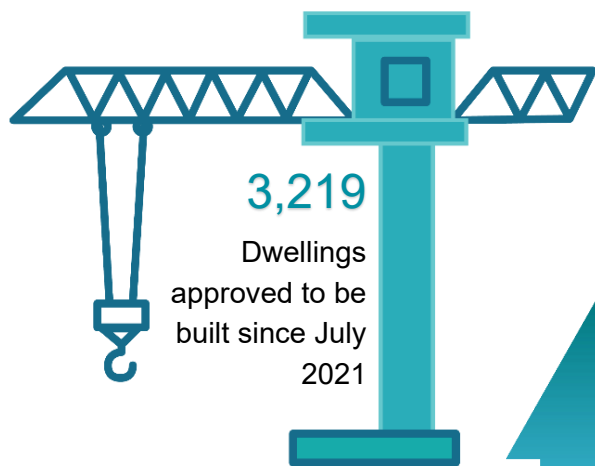


# Demographic snapshot

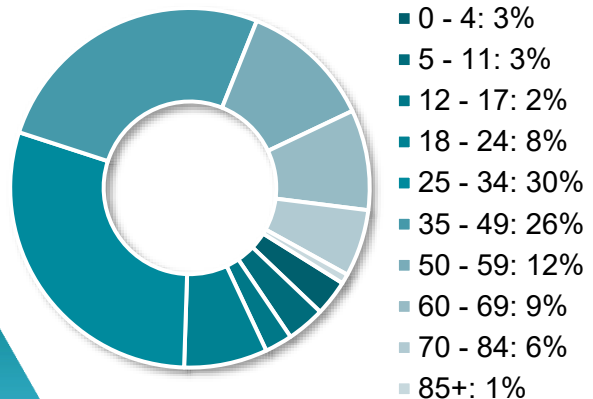
Given that the plan was only adopted in 2021, the demographic information for the study area remains largely unchanged. The below shows current key facts<sup>1</sup>.



In Balaclava, 15.9% of households were made up of couples with children, compared with just 8% in St Kilda



## Age groups of residents



**8,593**  
Jobs within the study area

**3**  
Full-line supermarkets



**\$2.42 bn**  
Economic output

Total retail floorspace: 88,000 sqm  
Total commercial floorspace: 56,000 sqm

<sup>1</sup> Source: Australian Bureau of Statistics 2021. Compiled and presented in profile.id by .id (informed decisions)

# Background

## Why was the St Kilda Strategic Plan prepared?

The St Kilda Strategic Plan was initiated in late 2020 to address various issues identified, including:

- **High vacancy rates and poor economic performance** of the activity centres within the study area.
- **Impacts of COVID-19**, particularly on tourism and population growth.
- **Increased crime incidents.**
- **Lack of current policies or strategies providing strategic direction**, particularly regarding housing, economy, and community infrastructure.
- **Absence of a comprehensive built form and land use framework**, such as a structure plan, in the St Kilda MAC.

## What were the recommendations of the St Kilda Strategic Plan?

The plan was developed through high-level research, input from internal stakeholders, and targeted external stakeholder engagement. The plan outlines various recommendations and actions for the Council to remove barriers to economic activity in the area. It essentially serves as a roadmap for future strategic planning by specifying the timing, priority, and sequencing of actions necessary to address identified challenges and opportunities.

The recommendations, detailed in **Appendix A**, are staged over a 20-year period, and include both primary and secondary actions. At the time of writing this report, 5 of the 12 recommendations are underway, and 2 have been completed. Additionally, the plan identifies over a dozen potential actions to remove barriers for businesses, as outlined in **Appendix B** of this review. Of the 14 potential actions, 9 have been completed, 3 are in progress, and 2 are ongoing.

Complementary place-based and municipal-wide strategies and policies have also been developed to support the plan's implementation. CoPP provides updates on the plan's progress on its webpage.

## Why is a review required?

Effective implementation relies on robust monitoring, review, and evaluation processes. It has been over two years since the adoption of the plan. During this time, CoPP has navigated the challenges posed by the COVID-19 pandemic. Additionally, CoPP and the Victorian Government have introduced new policies, strategies and plans impacting the study area. These changes to the strategic context necessitate a review of the plan's implementation to determine what aspects should be continued and what needs reconsideration, especially in light of the post-pandemic era.

# PART TWO – REVIEW

## St Kilda Strategic Plan objectives and indicators

### Plan objectives

The primary objectives of the original plan were to:

- Identify and execute short-term activities to eliminate barriers to economic activity.
- Develop recommendations for future strategic planning, including timing, priority, and sequence of actions.
- Provide a roadmap for addressing identified challenges and opportunities.
- Ensure alignment with the Council Plan and other adopted Council and State Government strategies and policies.

### Indicators of success

To undertake this review, the following indicators have been identified by officers to track and evaluate the progress and performance of each of the recommendations:

- **Progress Status:** Status of recommendations to gauge overall progress and achievement of milestones.
- **Alignment with Victorian Government and Council priorities:** Alignment with current strategies, policies, and plans.
- **Timely delivery of recommendations:** Adherence to timelines for implementing the recommendations.
- **Relevance to project objectives and identified issues:** Effectiveness in addressing project objectives and resolving identified issues.
- **Budget and resource allocation:** Effectiveness of the use of budgetary resources for each recommendation.
- **Appropriateness of approach:** Employment of best practices and methodologies, considering alternative methods for greater effectiveness or efficiency.

These indicators cover essential aspects such as alignment with objectives, timely implementation, financial management, and progress tracking, providing a clear framework for the review of the plan.

## State of play

This section outlines the current situation in 2024, comparing it with the identified indicators and objectives to highlight any gaps, trends, or issues.

### Local policy context

Since the adoption of the plan, significant updates to the local policy context have occurred. Specifically, the following key municipal plans and strategies have been adopted by CoPP, which support the implementation of the Plan:

- *Creative and Prosperous City Strategy 2023-2026*
- *Live Music Action Plan 2021-2024*
- *St Kilda Live Music Precinct Policy, June 2023*
- *St Kilda Live Music Precinct Planning Study*
- *Act and Adapt Sustainable Environment Strategy 2023-2028*
- *Places for People Public Space Strategy 2022-2032*
- *City of Port Phillip Spatial Economic and Employment Framework, March 2024*
- *Port Phillip Housing Strategy, August 2024*
- *Urban Forest Strategy 2024 - 2040*
- *City of Port Phillip Advocacy Strategy 2024-2027*

The current policy framework is now much more robust, providing stronger guidance and support for the use and development of land within the study area compared to when the plan was originally adopted.

<b>Local strategy, policy, or plan</b>	<b>Overview</b>
<b>Council Plan 2021-2031</b>	<p>The plan includes the following relevant Strategic Directions:</p> <ul style="list-style-type: none"> <li>• <b>Liveable:</b> A City that is a great place to live, where our community has access to high quality public spaces, development and growth are well-managed, and it is safer and easy to connect and travel within</li> <li>• <b>Sustainable:</b> A City that has a sustainable future, where our environmentally aware and active community benefits from living in a bayside city that is greener, cooler, cleaner and climate resilient</li> <li>• <b>Vibrant:</b> A City that has a flourishing economy, where our community and local businesses thrive, and we maintain and enhance our reputation as one of Melbourne’s cultural and creative hubs.</li> </ul>
<b>Creative and Prosperous City Strategy 2023-2026</b>	<p>The strategy provides objectives to support economic development, particularly acknowledging the role of creative industries.</p>
<b>Live Music Action Plan 2021-2024</b>	<p>The action plan recognises the vital role that live music plays in the everyday life of people in the City of Port Phillip.</p>
<b>St Kilda Live Music Precinct Policy June 2023</b>	<p>The policy designates land in St Kilda as Victoria’s first live music precinct and provides a series of recommendations to support it.</p>

<b>Act and Adapt Sustainable Environment Strategy 2023-28</b>	The strategy outlines the City of Port Phillip's commitment to environmental sustainability for both the organisation and the wider community.
<b>Move, Connect, Live: Integrated Transport Strategy 2018-28 (ITS)</b>	The strategy is a long-term plan designed to help the community adapt to the increasing number of trips and the challenges of growing congestion. It aims to create diverse travel choices, prioritise effective and equitable access to transport options, and ensure the liveability and safety of streets.
<b>Places for People Public Space Strategy 2022-32</b>	The strategy sets the vision and blueprint for the future of public spaces in the City of Port Phillip. The strategy recommends a program of work to create new and temporary public open spaces, as well as upgrades to existing open spaces in both areas.
<b>City of Port Phillip Spatial Economic and Employment Framework (SEEF) May 2024</b>	The purpose of the SEEF is to provide an overview of the municipal economy, its influences and challenges and outline a series of strategic directions to support economic growth and prosperity over the coming years. It also aims to guide decisions and investment across the municipality, including employment land within the study area.
<b>Port Phillip Housing Strategy, August 2024</b>	The 15-year housing strategy outlines a housing vision, a residential development framework plan and preferred neighbourhood character statements to guide the growth and change of future housing in Port Phillip.
<b>Urban Forest Strategy 2024 – 2040</b>	The strategy outlines how CoPP will care for and increase trees and vegetation in Port Phillip up to 2040 - across public and private land. It recommends a range of actions from planting more trees and vegetation across each suburb in an equitable way, maintaining a healthy and diverse forest to strengthening the protection of existing trees and vegetation on private and public land and supporting individuals and community groups to act.
<b>St Kilda Live Music Precinct Planning Study</b>	The St Kilda Live Music Precinct Planning Study was adopted on 1 May 2024 and provides evidence-based recommendations. Authorisation has been requested from the Minister for Planning to prepare Amendment C220port, which implements the study. The amendment aims to establish a positive, discretionary planning framework for the SKLMP, supporting the retention, growth, and operation of live music entertainment venues in St Kilda while also managing amenity impacts.
<b>Carlisle Street Activity Centre Structure Plan 2009</b>	This structure plan is now 15 years old and guides land use and built form within the Carlisle Street MAC.
<b>City of Port Phillip Advocacy Strategy 2024-2027</b>	The strategy provides Councillors, officers, and the community with a detailed advocacy process for prioritising, implementing, and reporting on advocacy priorities. The strategy aims to clarify the work of the advocacy team and ensure that the Council maximises future opportunities through proper resourcing and relationship management.

# Port Phillip Planning Scheme

Since the plan's adoption, the local policies in the Port Phillip Planning Scheme have also been updated via Amendment C203port (gazetted 14 April 2023).

<b>Victorian Planning Provisions</b>	<b>Overview</b>
<b>Municipal Planning Strategy</b>	The vision for the City of Phillip, as outlined in <b>Clause 02.02 (Vision)</b> , is for the city to be a creative and prosperous city with a dynamic economy, vibrant activity centres, and easily accessible 10-minute neighbourhoods that integrate arts and culture into daily life.
<b>Planning policy framework – State and regional policy</b>	<p>Relevant State Policies within the Planning Policy Framework (PPF) include:</p> <ul style="list-style-type: none"> <li>• <b>Clause 11.03-1S and 11.03-1R (Activity centres – Metropolitan Melbourne):</b> These clauses define the role, function, and direction for land within activity centres.</li> <li>• <b>Clause 13.01-2S (Coastal inundation and erosion):</b> This clause addresses the imperative to plan for and manage coastal hazard risk and climate change impacts. Notably, it outlines a strategy to plan for a sea level rise of at least 0.8 meters by 2100.</li> <li>• <b>3.07-3S (Live music):</b> The aim is to encourage, create and protect opportunities for the enjoyment of live music.</li> <li>• <b>16.01-1S (Housing supply):</b> This clause seeks to facilitate well-located, integrated, and diverse housing that meets community needs.</li> <li>• <b>16.01-1R (Housing supply - Metropolitan Melbourne).</b> The provision aims to manage the supply of new housing to meet population growth and create a sustainable city by developing housing and mixed-use development opportunities in locations that are (amongst others) in and around Metropolitan activity centres and major activity centres.</li> <li>• <b>Clause 17.01-1R (Diversified economy - Metropolitan Melbourne):</b> This clause supports diverse employment-generating uses, including offices, innovation, and creative industries in identified areas within regionally significant industrial precincts.</li> <li>• <b>Clause 17.01-1R (Diversified economy - Metropolitan Melbourne - Inner Metro Region):</b> This clause directs to "retain and encourage the development of areas in and around Collingwood, Cremorne, and South Melbourne for creative industries."</li> <li>• <b>17.02-1S (Business):</b> This clause encourages development that meets the community's needs for retail, entertainment, office, and other commercial services.</li> <li>• <b>Clause 17.03-2S (Sustainable industry):</b> This clause supports retaining small-scale industries that service established urban areas through appropriate zoning.</li> <li>• <b>Clause 17.04-1S (Facilitating tourism):</b> This clause encourages tourism development to maximise the economic, social, and cultural benefits of developing the state as a competitive domestic and international tourist destination.</li> <li>• <b>Clause 17.04-2S (Coastal and maritime tourism and recreation):</b> This Clause encourage a diverse range of coastal and maritime tourism and recreational opportunities that strengthen people's connection with the marine and coastal environment.</li> </ul>
<b>Planning policy framework – local policy</b>	<p>The following Local Policy in the PPF of most importance to the study area includes:</p> <ul style="list-style-type: none"> <li>• <b>Clause 11.03-1L-03 (Carlisle Street Major Activity Centre):</b> The aim on this policy is to enhance the Carlisle Street Major Activity Centre as a focus for the local community, with a diverse mix of retail, commercial, civic and community services (west of Chapel Street) and leisure and living opportunities.</li> <li>• <b>Clause 11.03-1L-06 (St Kilda Major Activity Centre):</b> This policy aims to reinforce the St Kilda Major Activity Centre as a significant retail, recreational, tourism, entertainment, and leisure destination, whilst managing the cumulative impacts on local amenity and community safety.</li> </ul> <p>The following also are relevant to the study area:</p> <ul style="list-style-type: none"> <li>• <b>Clause 19.02-4L (Community)</b></li> </ul>

- **Clause 15.01-1L-02 (Urban Design)**
- **Clause 17.02-1L (Mixed Use and office areas)**
- **Clause 17.03-2L (Sustainable industry)**
- **Clause 17.04-1L (Tourism and the arts)**
- **Clause 18.01-3L-01 (Sustainable and safe transport in Port Philip)**
- **Clause 18.02-3L (Public transport)**

**Zones** Zones are the primary planning tool used to control land and development in Victoria. The zone profile for the study area has not changed since the adoption of the plan in 2021. The map at **Appendix D** shows the zoning profile of the study area.

## St Kilda Strategic Plan themes

The plan is structured around ten key themes. This section provides updates on these themes, demonstrating that many issues facing the study area remain consistent since the Plan's adoption.

<b>Theme</b>	<b>Post-adoption update and analysis</b>
<b>Land use</b>	<p>The land use profile remains largely the same since the plan was adopted. Regarding the three activity areas:<sup>2</sup></p> <ul style="list-style-type: none"> <li>• <b>Fitzroy Street, St Kilda:</b> Fitzroy Street is particularly reliant on visitation from beyond the local area, especially to hospitality, entertainment, and accommodation businesses. The overall performance of the centre has declined noticeably over the past 10 years, first as consumer entertainment preferences evolved, and subsequently due to COVID pandemic impacts (which had greater impact on Fitzroy Street than other activity areas).</li> <li>• <b>Acland Street, St Kilda:</b> Acland Street has benefited from a diverse range of retail and hospitality services targeted to residents and is performing well apart from pandemic impacts. The land use mix, target market and economic performance of Acland Street is very different to that of Fitzroy Street.</li> <li>• <b>Carlisle Street, Balaclava:</b> Carlisle Street is physically separated from the other activity areas by the Nepean Highway and is undergoing transition away from traditional goods retailing towards food retail. The catchment profile here is more varied, however local employment and residential demand will support ongoing day-time activity.</li> </ul> <p>Challenges and opportunities are consistent with the Plan, emphasising the need for an updated Activity Centre Strategy.</p>
<b>Economy &amp; tourism</b>	<p>The economic and tourism dynamics of the study area have not significantly changed since the Plan's adoption. St Kilda, in particular, was highly exposed to the impacts of the COVID-19 pandemic due to its economic specialisations in tourism, events, music, and hospitality.</p> <p><b>Economy:</b></p> <p>The study area accommodates approximately 10% of the municipality, a relatively low proportion given the spatial breadth of the area and the presence of some of Port Phillip's most important tourism and hospitality attractions and precincts.<sup>3</sup></p> <p>Across the MACs there is more than 88,000sqm of retail floorspace. This is a substantial quantum relative to the local population and reflects the reliance on ongoing visitation to the centres (especially Fitzroy Street) to support the scale and type of businesses currently operating.</p> <p>There is emerging demand for health, lifestyle, personal services and fresh food, especially in Acland Street and Carlisle Street, which aligns with St Kilda's advantages in terms of access to open space and recreation (such as the beach, foreshore and Albert Park).</p>

<sup>2</sup> Source: Urban Enterprise. "City Of Port Phillip Spatial Economic and Employment Framework – Technical Report." December 2023

<sup>3</sup> Source: Urban Enterprise. "City Of Port Phillip Spatial Economic and Employment Framework – Technical Report." December 2023

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The long-term economic impacts of COVID-19 on St Kilda and Balaclava remain a concern. Analysis of consumer spending habits over six years (2019-2024) revealed notable trends:

- In 2020, the retail economy in St Kilda and Balaclava shrank by 26% compared to 2019.
- In subsequent years (2021 and 2022), total sales volumes did not return to 2019 levels.
- By 2023, sales volumes finally surpassed 2019 levels.<sup>4</sup>

The contraction of business activity during the pandemic led to many closures, resulting in higher vacancy rates in activity centres like Acland Street. Despite improved occupancy rates in 2023, economic activity has had minor declines in total revenue. Sustained economic health requires ongoing visitation and diversification of land uses and employment types, particularly in Fitzroy Street.<sup>5</sup>

Population growth in the study area will generate demand for retail and services space in the activity centres and support recovery and growth of business types meeting population needs.

#### **Tourism:**

During the pandemic, tourism visitation declined dramatically - international visitation is not expected to return to 'normal' levels until 2024. This will create ongoing economic challenges for businesses in St Kilda which rely on visitation.<sup>6</sup> St Kilda's economy has traditionally thrived on its vibrant nightlife, hospitality scene, renowned events (e.g., St Kilda Festival, St Kilda Film Festival), iconic landmarks (e.g., Luna Park, Palais Theatre), and its beach and foreshore. The pandemic significantly impacted all these sectors, exacerbating pre-existing economic challenges, especially in Fitzroy Street.

An analysis of the Port Phillip tourism industry revealed:

- The pandemic caused a drastic reduction in tourism expenditures, with revenues plummeting by over half from 2019-2020 to 2020-2021.
- While tourism revenue has gradually improved since 2022, it has yet to reach pre-pandemic levels.
- Fitzroy Street's decline in foot traffic and spending during the pandemic exacerbated economic challenges, making its revitalisation a critical focus for local policy and investment efforts.<sup>7</sup>

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**Built environment** Challenges and opportunities for the study area, including the St Kilda MAC and the Carlisle Street MAC, remain consistent. With there still being a clear gap in clear vision for the Macs and absence of up to date and comprehensive built form and land use framework.

Clarifying the roles of each activity area and developing associated planning policies is crucial. Encouraging redevelopment, land use transition, and employment intensification within existing centres, along with accommodating retail sector growth in areas convenient to new residential development, remains essential.

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**Development** The study area is still experiencing significant population and development growth.

#### **Residential:**

Within St Kilda and Balaclava, there are 1,652 major redevelopment projects (developments over 10 dwellings) currently proposed, up from 1,584 dwellings in 2021. This includes no detached houses, 115 townhouses, and 1,537 apartments, reflecting the municipality's shift towards apartment living.<sup>8</sup> On 20 September 2023, the State Government introduced new planning provisions into the Port Phillip Planning Scheme to facilitate and expedite significant residential and economic development, with costs exceeding \$50 million. This program is expected to intensify development activities at key strategic sites within the study area and across the municipality.

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<sup>4</sup> Source: Spend Map, Council iQ, Port Phillip Vacancy Database

<sup>5</sup> Source: Spend Map, Council iQ, Port Phillip Vacancy Database

<sup>6</sup> Source: Urban Enterprise. "City Of Port Phillip Spatial Economic and Employment Framework – Technical Report." December 2023

<sup>7</sup> Source: Spend Map, Council iQ, Port Phillip Vacancy Database

<sup>8</sup> Source: Victorian Government. "Urban Development Program 2022 – Metropolitan Melbourne." Department of Environment, Land, Water and Planning, 17 May 2024. <https://www.planning.vic.gov.au/guides-and-resources/data-and-insights/urban-development-program/urban-development-program-2022-metropolitan-melbourne/get-the-data>.

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## Commercial

Population growth in the study area will drive demand for retail and service spaces in activity centres, supporting the recovery and growth of businesses that meet the population's needs. This growth has necessitated increase residential development and a greater focus on convenience retail and services.

Substantial investment has been made in cultural and visitor facilities, notably the Victorian Pride Centre, Junction Oval (as the new base for Cricket Victoria) and major apartment and hotel developments which are targeted at the luxury market, notably the Saint Moritz apartment development on the Esplanade. There is also significant local government and private sector investment in key projects such as:

- The redevelopment of the St Kilda Marina which will create new opportunity for business attraction and drive additional visitation and employment at the St Kilda foreshore.
- St Kilda Triangle precinct, one of the last bayside renewal sites, offers opportunities to establish new public spaces, cultural attractions, and/or tourism facilities.
- The St Kilda Pier redevelopment by Parks Victoria, which commenced construction in early 2022 and is expected to be complete in late 2024.

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## Housing

The Major Activity Centres (MACs) in the study area are integral to meeting both State and local housing policy goals. These MACs have the potential to support around 1,292 new dwellings.

The 2021 St Kilda Strategic Plan called for the creation of a comprehensive municipal housing strategy. The new *Port Phillip Housing Strategy* guides the placement and types of housing within CoPP and identifies key development sites and areas for future housing growth. The Housing Strategy envisions MACs, including St Kilda and Carlisle Street, as capable of accommodating moderate housing growth over time. This is due to the constraints many activity centres in the CoPP face, such as existing settlement patterns (small lots, narrow streets), built form, environmental factors (e.g., flooding), and heritage attributes.

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## Public space & amenity

The Places for People Public Space Strategy identifies 35 open spaces in St Kilda / St Kilda West and eight open spaces in Balaclava / St Kilda East. Since the Plan's adoption, the following projects have progressed in the area:

### St Kilda:

- Construction has commenced on a new plaza outside the Palais Theatre through the reallocation of road space.
- Improvements to Rotary Park have been completed.
- The design process for upgrades to the St Kilda Adventure Playground and improvements to foreshore paths and crossover safety between Donovans and Marina Reserve has begun.
- Council-led improvements to the foreshore in front of the Pier have commenced.
- Advocacy and partnership projects for the foreshore, including St Kilda Pier and St Kilda Marina, are ongoing.

### Balaclava:

- Two properties adjacent to Pakington Street Reserve have been acquired for a future reserve, and CoPP is investigating the acquisition of additional land for new open spaces.
- A pop-up park is being trialled on Dickens Street.

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## Climate change & sustainability

Challenges and opportunities for the study area remain unchanged. Climate change is a global challenge, and Port Phillip faces issues such as flooding, coastal erosion, and heat island effects. The recently adopted *Act and Adapt Sustainable Environment Strategy 2023-28* highlights key initiatives, including the development of the new Port Phillip EcoCentre in the St Kilda Botanic Gardens. The EcoCentre will be a world-class facility with net zero energy and low water usage, achieving a 6-Star Green Star certification. It is set to open in late 2024. Additionally, the strategy highlights the St Kilda Repair Cafe's promotion of sustainability through free repair services to the community.

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Large parts of the study area are covered by the Special Building Overlay (SBO) in the Planning Scheme. Melbourne Water is currently refreshing CoPP's flood mapping, which will include increases in rainfall and runoff due to sea level rise. This work is anticipated to be completed in late 2025.

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**Transport & parking**

The following transport challenges and opportunities are identified for the study area:

- The St Kilda study area is serviced by one train station (Balaclava on the Sandringham Line, serving the Carlisle Street MAC). In 2023, the total passenger volume for Balaclava station was 726,350 passengers. While outside the study area in the Domain Precinct, Anzac Station (opening 2025) will offer improved rail network access for St Kilda tram routes 3, 16, and 67.
  - Tram routes in the study area (3, 12, 16, 67, and 78) are still frequently served by older non-accessible rolling stock, and many stops are not upgraded to DDA standards. Route 96 is almost entirely operated by low floor trams; however, one inaccessible stop remains at Fitzroy St/Canterbury Road.
  - Parking statistics show that St Kilda has 6,932 parking permits for residents and 8,314 parking bays. The five streets with the most parking bays are Blessington Street (305 bays), Barkly Street (288 bays), Lower Esplanade Car Park (273 bays), Chapel Street (267 bays), and St Kilda Road (233 bays).
  - The study area has limited safe and separated cycling infrastructure, and connectivity remains an issue. The Fitzroy Street separated bike lane is not integrated with St Kilda Road separated bike lanes (north of St Kilda Junction). The Victorian Government has not yet delivered previously announced extension of the St Kilda Road separated bike lanes from St Kilda Junction to Carlisle Street.
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**Community infrastructure**

St Kilda has long been a hub of community infrastructure that supports the health and wellbeing of all residents, including marginalised and vulnerable groups. The challenges and opportunities for this area remain consistent. Several Council-owned facilities within the study area, such as the Cora Graves Community Centre, the Avenue Childcare, and Eildon Road Childcare, need to be reviewed to ensure they are fit for purpose.

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**Social issues**

The study area has a complex social identity, made up of a diverse and evolving community of people drawn there to live, work, be entertained and access services. As a result of this, social challenges in the study area are complex and evolving. In 2021, the year the plan was adopted, the suburbs of St Kilda and Balaclava recorded a total of 3,522 criminal incidents<sup>9</sup>. By 2023 (the most recent data available) this number had risen slightly to 3,593 incidents, reflecting a small increase of 2.02%. Notably, St Kilda still has the highest proportion of criminal incidents within the municipality, while Balaclava had the least.<sup>10</sup>

When compared to other members of the Melbourne 9 (M9) council alliance<sup>11</sup>, Port Phillip ranked third highest in offender incident rate, criminal incident rate, victim report, and victimisation rate. It held the fifth highest position in terms of offender incidents. Overall, Port Phillip's safety level aligns with that of the other nine metro Melbourne councils.

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<sup>9</sup> A criminal incident is an event that may include multiple offences, alleged offenders and/or victims that is recorded on the LEAP database on a single date and at one location.

<sup>10</sup> Source: Victorian Government. "Latest Crime Data by Area." Crime Statistics Agency, 17 May 2024. <https://www.crimestatistics.vic.gov.au/crime-statistics/latest-crime-data-by-area>.

<sup>11</sup> M9 is an alliance of the nine inner Melbourne councils (Port Phillip, Darebin, Hobsons Bay, Maribyrnong, City of Melbourne, Merri-bek, Moonee Valley, Stonnington, and Yarra) that work cooperatively and collectively advocate for issues and projects.

# PART THREE – RECOMMENDATIONS

This section evaluates the progress and ongoing appropriateness, effectiveness, and efficiency of the plan in addressing issues and achieving objectives. It examines whether the right actions are being taken, if they are being implemented correctly, and if there are better ways to achieve results.

## Progress of the plan

### Progress status update

A significant amount of work has progressed that supports the implementation of the plan. In addition to nearly a dozen local strategies, plans and policies that support the implementation, at the time of writing this report, 5 of the 12 recommendations of the plan are underway, and 2 have been completed. For a comprehensive status update, please refer to **Appendix A** of this review. Additionally, the plan identifies over a dozen potential actions to remove barriers for businesses. Of the 14 potential actions, 9 have been completed, 3 are in progress, and 2 are ongoing. For a detailed update on the progress of these actions, please refer to **Appendix B** of this review.



## Evaluation summary

The 12 recommendations of the plan have been evaluated against each indicator of success, current policy context and progress status as outlined in **Appendix A** and **Appendix B**. Overall, most of the recommendations that have not yet been completed are still considered the right approach to achieving the plan's objectives. However, several changes have been suggested to enhance these recommendations. For a comprehensive summary of the evaluation and proposed alternative approaches, refer to **Appendix C** of this review.

## Updated recommendations

Table 1 presents updated recommendations (reduced from 12 to 7) for continued project success, integrating secondary and primary recommendations into a single, organised list by timeline: short-term, medium-term, and long-term. Indicative costs are updated, with each project subject to a separate budget process. The following list includes a summary of key changes:

- **Feasibility investigation of catalyst sites:** This recommendation has been updated to rename "catalyst sites" as "strategic development sites" to align with best practice planning and urban design terminology. It has also been expanded to include strategic development sites across the municipality. This expansion ensures that other significant sites are developed to provide net community benefit and align with Council's objectives. Establishing a consistent method for identifying and managing these sites will enhance efficiency in terms of resources and budget.
- **Remove barriers for businesses:** This recommendation has been reframed to focus more on supporting and facilitating the establishment and growth of businesses in the study area. This change better reflects the organisation's ongoing efforts. Reference to "Appendix 3" has been removed as its actions are either completed, ongoing, or Business as Usual (BAU).
- **Arts and culture support:** The recommendation now emphasises support for the arts and culture industries through arts, festivals, events, activation, promotion, and the continued development of the St Kilda Live Music Precinct.
- **William Street precinct review:** This recommendation has been incorporated into the proposal to initiate the structure planning process for the Carlisle Street MAC. This approach ensures thorough strategic planning that aligns the development of the William Street precinct with the overarching strategic goals of the broader MAC.
- **Licensed premises policy:** This recommendation has been removed due to ongoing state-led liquor licensing reforms.
- **Community infrastructure needs assessment:** The timing of this recommendation has been shifted to the medium-term, in line with current strategic planning priorities.
- **Structure plans for the St Kilda and Carlisle Street MACs:** These two recommendations have been updated to both commence in the short term. It is noted that while structure plans provide important broad integrated land use and development direction, they are complex and resource intensive projects that require several years each to complete.
- **Activity Centre Strategy feasibility and Balaclava Walk Masterplan projects:** These two recommendations have been removed as the work is complete.

The updated recommendations table (refer to Table 1) focuses on:

- Updating timelines to better reflect CoPP priorities.
- Revising cost estimations, with distinct projects subject to separate business case development and budget allocation processes.
- Removing actions that do not meet success indicators or project objectives.
- Resolving mismatches of project team leads across council departments.
- Aligning with current Council strategies, priorities, or intent.
- Clarifying the delivery of primary and secondary recommendations to avoid overcommitment.
- Better management of Council resources.

## Budget allocation

In 2021, the estimated total expenditure to implement the adopted St Kilda Strategic Plan was approximately \$1.9 million. The revised recommendations, as part of this review, have streamlined the estimated total expenditure to approximately \$1.17 million, ensuring efficient use of resources while maintaining alignment with the plan's primary objectives.

To date, CoPP has committed a total of \$392,737 for short-term actions, extending up until the financial year 2026/27 (outside of BAU activities). The remaining recommendations will be funded through the BAU operational budget or project-specific budget approval requests. Detailed budget estimates are shown in Table 1.



**Table 1. Updated St Kilda Strategic Plan recommendations**

No.	Recommendation	Anticipated Commencement	Indicative cost <sup>12</sup>	Responsibilities
<i>0-5 years (short-term)</i>				
1.	<p>a) Undertake initial feasibility investigation of identified strategic development sites within the municipality, which may include:</p> <ul style="list-style-type: none"> <li>• context analysis.</li> <li>• constraints and opportunities analysis.</li> <li>• extent to which each site can achieve an economic, environmental, or social benefit.</li> </ul> <p>b) Work with proponents to facilitate development of strategic development sites that have an economic, environmental, or social benefit through site specific planning scheme amendments (if required) or planning permit applications<sup>13</sup>.</p>	2024/25FY	<p>\$100,000 allocated for the initial feasibility assessment of up to five selected sites within the municipality per Financial Year (FY).</p> <p>Budget allocated for up to five sites in 2024/25FY.</p>	Council (lead: City Design in partnership with Strategic Planning)
2.	Contribute to building a resilient and sustainable local economy by delivering initiatives, projects, services, policies, and advocacy that attract new businesses and support the retention and growth of existing ones.	Ongoing	BAU	Council (lead: various)
3.	Support the arts and culture industries in the area through arts, festivals, events, activation and promotion, and the continued development of the St Kilda Live Music Precinct.	Ongoing	BAU	Council (lead: City Growth and Culture) Partnership with Arts organisations
4.	Complete and implement the HO7 precinct review and commence the HO5 precinct review.	HO7 precinct review: 2022/23FY	HO7 precinct review: \$70,000 allocated for the planning	Council (lead: Strategic Planning)

<sup>12</sup> These indicative costings may change as further work/business cases are prepared for each future project.

<sup>13</sup> This will follow and adhere to the statutory requirements of the *Planning and Environment Act 1987* which includes public exhibition and the opportunity for submissions to be lodged and considered.

		HO5 precinct review: 2024/25FY	<p>scheme amendment implementation.</p> <p>HO5 precinct review: \$100,000 allocated to undertake the Stage 1 preliminary review of Heritage Overlay 5 and surrounds.</p> <p>Budget allocated for HO5 and HO7 precinct reviews in 2024/25FY.</p>	
5.	<p>Prepare a Structure Plan for St Kilda MAC, which may include:</p> <ul style="list-style-type: none"> <li>• A review of the activity centre boundary, including of sub-precincts (such as the inclusion of Inkerman Street between Barkly Street/St Kilda Road and sections of Barkly Street north and south of Inkerman Street).</li> <li>• An Urban Design Framework, which includes a built form review to inform planning controls, such as DDOs.</li> <li>• A plan to guide the development of the St Kilda foreshore.</li> <li>• A full retail demand and competition analysis.</li> <li>• A review of land uses.</li> <li>• Alignment with any foreshore management plan.</li> <li>• A review car parking demand and issues and the need for any car parking controls.</li> </ul>	2025/26FY	<p>\$300,000 for preparation.</p> <p>\$120,000 for planning scheme amendment implementation.</p>	Council (lead: Strategic Planning)

	<ul style="list-style-type: none"> <li>• Consideration of public safety and CPTED principals.</li> <li>• Co-location and clustering of community facilities in accessible locations.</li> <li>• Considers the future Vision for precincts, including Fitzroy Street.</li> <li>• A focus on resilient centres.</li> </ul>			
6.	<p>Undertake a land use and built form review of the Carlisle Street MAC and prepare a revised Carlisle Street Structure Plan, with implementation plan, which may include:</p> <ul style="list-style-type: none"> <li>• A review of car parking and the need for any car parking controls within the Carlisle Street MAC.</li> <li>• A further investigation of the need for a review of the land use and built form controls of the William Street precinct.</li> <li>• A review of heritage sightline requirements.</li> <li>• A review of the ongoing relevance of mandatory and discretionary requirements of DDO21.</li> </ul>	2025/26FY	<p>\$300,000 for preparation.</p> <p>\$120,000 for planning scheme amendment.</p>	Council (lead: Strategic Planning)
<b>5-10 year (medium-term)</b>				
7.	Undertake a municipal-wide Community Infrastructure Needs Assessment to determine the community facilities and services required.	2027/28FY	\$40,000 - \$60,000 for preparation.	Council (lead: Community Building and Inclusion)

# APPENDICES

## Appendix A: Progress update on recommendations

This table provides a progress update on the recommendations of the St Kilda Strategic Plan.

No.	Recommendation	2021 Timeline	Progress status	Comments
<i>Primary recommendations</i>				
1	<b>a) Undertake initial feasibility investigation of selected catalyst sites within the St Kilda MAC, including:</b> <ul style="list-style-type: none"> <li>• <b>context analysis.</b></li> <li>• <b>constraints and opportunities analysis.</b></li> <li>• <b>extent to which each site can achieve an economic or social benefit.</b></li> </ul>	0-5 (short-term)	Commenced	The redevelopment of most key development sites identified in the Plan in 2021 and also shown at <b>Appendix E</b> of this review have now been either approved or constructed: <ul style="list-style-type: none"> <li>• Victorian Pride Centre, 79-81 Fitzroy Street, St Kilda: Constructed.</li> <li>• QT Hotel, 35-37 Fitzroy Street, St Kilda (expansion of existing hotel): Amendment C196Port to facilitate the development approved 10 June 2021.</li> <li>• St Moritz (residential development): Constructed.</li> <li>• St Kilda Pier (redevelopment by Parks Victoria): Construction commenced.</li> <li>• 21 William Street, Balaclava (office and brewery Development): Constructed.</li> <li>• St Kilda Marina: No update.</li> <li>• 6-10 William, Balaclava: No update.</li> <li>• Coles and Woolworths sites: No update.</li> </ul>
	<b>b) Work with proponents to facilitate development of catalyst sites that have an economic or social benefit through site specific planning scheme amendments (if required) or planning permit applications.</b>	0-5 (short-term)	Ongoing	To date, officers have provided detailed feedback on the redevelopment of the Cosmopolitan. Specifically, the proponent has requested that Council officers consider the merits of a proposed site-specific amendment to the Port Phillip Planning Scheme to rezone the consolidated land holding known as 2-8 Carlisle Street, 3 Albert Street, and 3-9 Havelock Street in St Kilda. This planning scheme amendment (including combined Section 96a of the <i>Planning and Environment Act 1987</i> combined planning scheme amendment and planning permit application) is being assessed via the Department of Transport and Planning's Development Facilitation Program and is still awaiting a final decision.
2	<b>Remove barriers to new and temporary businesses opening, and existing business expanding, in existing activity centres through an advocacy strategy and business improvement initiatives within the organisation. (See Appendix 3)</b>	0-5 (short-term)	Commenced	Refer to <b>Appendix B</b> of this review for status updates on each action.

3	<p><b>Prepare a Structure Plan for St Kilda MAC sub-precinct which includes:</b></p> <ul style="list-style-type: none"> <li>• <b>Review of the activity centre boundary, including of sub-precincts (such as the inclusion of Inkerman Street between Barkly Street/St Kilda Road and sections of Barkly Street north and south of Inkerman Street).</b></li> <li>• <b>An Urban Design Framework, which includes a built form review to inform planning controls, such as DDOs.</b></li> <li>• <b>A plan to guide the development of the St Kilda foreshore.</b></li> <li>• <b>A full retail demand and competition analysis.</b></li> <li>• <b>Review of land uses.</b></li> <li>• <b>Alignment with any foreshore management plan.</b></li> <li>• <b>Review car parking demand and issues and the need for any car parking controls.</b></li> <li>• <b>Consideration of public safety and CPTED principals.</b></li> <li>• <b>Co-location and clustering of community facilities in accessible locations.</b></li> <li>• <b>Considers the future Vision for precincts, including Fitzroy Street.</b></li> <li>• <b>Focus on resilient centres.</b></li> </ul>	5-10 years (mid-term)	Not started	<p>Significant progress has been made on two critical spatial strategies that will underpin and support the structure planning process:</p> <ul style="list-style-type: none"> <li>• <i>Strategic Economic and Employment Framework (SEEF)</i>, March 2024.</li> <li>• <i>Port Phillip Housing Strategy</i>, August 2024.</li> </ul> <p>These strategies will provide a comprehensive foundation for defining CoPP's preferred economic and housing directions within the Major Activity Centres (MACs). They offer clarity on evolving community needs and will support the structure planning process, which guides changes to land use, built form, and public spaces. Together, these changes aim to achieve economic, social, and environmental objectives for the area.</p>
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### Secondary recommendations

4	<p><b>Create and curate St Kilda Arts precinct (e.g. brand development, wayfaring, street signs, promotions, etc), to capitalise on existing arts organisations.</b></p>	0-5 (short-term)	Commenced	<p><i>The Great Places and Precincts Project</i> is guided by the <i>Creative &amp; Prosperous City Strategy</i>, aiming to deliver on key outcomes from that vision:</p> <ul style="list-style-type: none"> <li>• A City of dynamic and distinctive precincts and places.</li> <li>• A prosperous City that attracts and grows businesses.</li> <li>• A City where arts, culture and creative expression are part of everyday life.</li> <li>• A City where community, creativity and business are connected and engages.</li> </ul> <p>The project commenced with audits of key precincts within the municipality, with a focus on significant business or high streets. Audits were undertaken by Councillors, Council staff and local community stakeholders. The audits included facets such as activation opportunity, asset maintenance or improvement, safety concerns and amenity. Opportunities identified were then assessed and where approved, implemented by Council</p>
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				<p>as part of existing programs or as standalone projects. Delivery of projects and further audits will continue throughout 2024/ 25FY.</p> <p>Street audits have been completed on major high streets within the St Kilda Structure Plan: Acland, Carlisle &amp; Fitzroy Streets. The resulting works are currently underway and expected to be delivered within the 2024/25FY years and beyond.</p> <p>Additionally, Council has prepared several key documents to support the local live music scene: <i>Live Music Action Plan 2021-2024</i>, <i>St Kilda Live Music Precinct Policy June 2023</i>, and the <i>St Kilda Live Music Precinct Planning Study</i>. In May 2024, CoPP requested that the Minister for Planning authorise the preparation of Amendment C220port, which implements the findings of the <i>St Kilda Live Music Precinct Planning Study</i>. CoPP is the first council in Victoria to aim to incorporate a live music precinct into a planning scheme.</p> <p>Port Phillip Council's vision to transform the St Kilda Triangle into a 5,000-person standing capacity live music venue is progressing. Recent consultation in 2023 showed community support for the plan, while a market sounding report identified supply gaps in Melbourne's live music industry, highlighting unmet demand for a flexible live music and performance venue.</p> <p>Regarding other matters, the wayfinding signage component has been completed, and resources will be allocated in the coming financial year to develop branding and identities for St Kilda. Ongoing work involves business-as-usual activities related to arts and activations.</p>
5	<b>Complete and implement the HO7 precinct review (2021-2022) and the HO5 precinct review (2023-2024).</b>	0-5 (short-term)	Commenced	<p>Council completed a review of Heritage Overlay 7 (St Kilda, Balaclava, Ripponlea, and Elwood) and surrounds in 2022. Council has requested the Minister for Planning authorise the city to undertake an amendment to the Port Phillip Planning Scheme (Amendment C206port) to implement the findings of the HO7 Review. No timeframe on a decision has been provided. However, it is expected that authorisation will be granted in the 2024/25FY, and that the amendment will be completed in 2026/27FY.</p> <p>Council will shortly undertake a review of Heritage Overlay 5 (St Kilda Hill) and surrounds. The Stage 1 preliminary review is scheduled to begin in 2024/25FY, and the Stage 2 detailed assessment scheduled to commence in 2025/26FY. An amendment to the Port Phillip Planning Scheme to implement the findings of the HO5 Review will begin at the conclusion of the Stage 2 detailed assessment.</p>
6	<b>Further investigate the need for a review of the land use and built form controls of the William Street precinct.</b>	0-5 (short-term)	Not started	No update.
7	<b>Review and investigate the feasibility of completing the following key Balaclava Walk masterplan projects:</b> <ul style="list-style-type: none"> <li>• <b>Balaclava Walk West.</b></li> <li>• <b>Nightingale Street works.</b></li> </ul>	0-5 (short-term)	Completed	<p>CoPP assessed the feasibility of a raised pedestrian crossing across Nightingale Street, connecting the rail line walking path west of the rail line. A Project Idea Definition (PID) was developed to secure funding for the project. The project scope includes design and lighting assessment to occur in the 2024/25FY and construction in the 2025/26FY. The project aims to address objectives in the Balaclava Walk Masterplan for improved walking connections for Nightingale Street and aligns with:</p> <ul style="list-style-type: none"> <li>• <b>Council's Places for People:</b> Public Space Strategy 2022 – 2032: Identifies transformative projects requiring further investigation, such as installing kerb</li> </ul>

				<p>extensions and a pedestrian zebra crossing on Nightingale Street adjacent to the rail line overpass.</p> <ul style="list-style-type: none"> <li>• <b>'Green Line' project proposed by PECAN:</b> Utilises existing public open space and walking paths to create an accessible connection between South Yarra Station and Gardenvale Station.</li> </ul>
8	<b>Following completion of the Spatial Economic and Employment Framework and the Housing Strategy, further investigate the need for a new Activity Centres Strategy.</b>	0-5 (short-term)	Completed	The City of Port Phillip's Spatial Economic and Employment Framework (SEEF) was adopted by the Council on 6 March 2024. The SEEF does not identify the need for a gaps analysis of each activity centre or the preparation of a list of 'desired' businesses for each centre to fill missing services or goods. Therefore, this action is deemed completed.
9	<b>Develop a Licenced Premises Policy to guide the appropriate location and design of licensed premises to ensure they make a positive contribution commensurate to the role of each activity centre and to effectively manage amenity impacts.</b>	0-5 (short-term)	Not Started	A 2023 review by the Department of Treasury and Finance (DTF) found that duplication of planning and liquor licensing processes costs licensed venues in Victoria significant time and money. In May 2024, officers met with the DTF to provide feedback on options to streamline these processes, reducing regulatory burdens and costs for hospitality businesses.
10	<b>Undertake a Community Infrastructure Needs Assessment to determine the community facilities and services required in each centre. To be completed before Structure Plan.</b>	0-5 (short-term)	Commenced	Officers have commenced investigating the preparation of a Social Infrastructure Framework to establish guiding principles for Council's approach to social and community infrastructure.
11	<p><b>Undertake a built form review for Carlisle Street MAC (this may take the form of a review the existing 2009 Urban Design Framework) which includes, but is not limited to:</b></p> <ul style="list-style-type: none"> <li>• <b>Review of heritage sightline requirements.</b></li> <li>• <b>Review ongoing relevance of mandatory and discretionary requirements of DDO21.</b></li> </ul>	0-5 (short-term)	Not started	Refer to response to recommendation 3.
12	<p><b>Prepare a revised Carlisle Street Structure Plan, with implementation plan, which includes:</b></p> <ul style="list-style-type: none"> <li>• <b>Review of car parking and the need for any car parking controls within the Carlisle Street MAC.</b></li> </ul> <p><b>This assumes there is no requirement for a UDF (as completed above).</b></p>	10 – 20 years (long-term)	Not started	Refer to response to recommendation 3.

## Appendix B: Progress update on potential actions

This table provides a progress update on the potential actions for removing barriers to businesses identified at Appendix 3 of the St Kilda Strategic Plan.

No.	Recommendation	Progress Status	Comments
1	<b><i>Undertake a pilot program of a commercial/retail mix mapping project to develop a spatial understanding of the current mix in centres and identify clear clusters, gaps in the supply and current anchor tenants and compare them to global best practice retail mix benchmarks and strategies, includes consultation and collaboration with real estate agents (pilot program currently being developed for Acland Street).</i></b>	Commenced	<p>A project plan was completed and approved in January 2023. The plan includes the following approach:</p> <ol style="list-style-type: none"> <li>1. Audit: understand the current retail mix on Acland Street.</li> <li>2. Research: Desktop research of demographics and psychographics to gain insights on existing residents and visitors to the precinct.</li> <li>3. Identify: Develop an ideal retail tenant mix based on insights provided during the Research phase. Based on the Audit, identify existing gaps in the ideal retail tenant mix.</li> <li>4. Community consultation to understand what is missing from the street and where opportunities lie.</li> <li>5. Attract: Engage external stakeholders and share results to encourage placement of ideal tenants.</li> </ol> <p>Actions 1, 2, 3 and 4 have been completed. Community consultation included a survey on Council's Have Your Say webpage (1-30 November 2023) and Neighbourhood Engagement Program conversations on 10, 11 and 17 November 2023. A community engagement summary report was published on Council's website in May 2024.</p>
2	<b><i>Continue to progress proposed local VicSmart application types through Planning Scheme Review Planning Scheme Amendment C203 - particularly relevant to minor buildings and works, signage and liquor licenses (all within limited parameters) Amendment C203 is due to commence exhibition shortly.</i></b>	Completed	<p>Amendment C203port (Planning Scheme Review) was approved by the Minister for Planning and was gazetted on 14 April 2023, which means it has now come into effect in the Port Phillip Planning Scheme.</p> <p>The Amendment updates the local policies in the Port Phillip Planning Scheme by replacing the Municipal Strategic Statement (MSS) and Local Planning Policy Framework (LPPF) at Clause 21 and Clause 22 with a Municipal Planning Strategy (MPS), local policies within the Planning Policy Framework (PPF) and selected local schedules, particular provisions, and operational provisions.</p>

3	<b>Convene internal working group to triage new business enquiries and applications (ideally led by the ASSIST business concierge), attended by representatives from City Permits, Health, Building and Planning services, City Design, Economic development team etc.</b>	Completed	<p>This action has been led by the Economic Development team with support from the ASSIST team. The role of business concierge and responsibility for delivery of the service has transitioned from the ASSIST team to the Economic Development team.</p> <p>Council has enhanced its Business Concierge Service to be a whole of organisation approach to supporting people navigate Council's business permits and approvals processes, as well as providing general business advice and information. The service is coordinated by Council's Business Engagement Lead who acts as the first point of contact for business enquiries, especially those that require multiple permits or have complex questions. The Business Engagement Lead works closely with several teams including Planning, Health Services, Building and City Permits to provide a single coordinated response and additional tailored business support information. An internal Business Concierge Network that includes these and other teams has been established for internal referrals in response to business enquiries.</p>
4	<b>Investigate whether rates rebates/ concessions would be an effective incentive for premises within commercial/ MUZ/ industrial zoned areas are leased at lower/ temporary rates to new and/ or targeted businesses and/ or to part of the premises (noting many vacant premises may be too big to attract desired businesses).</b>	Commenced	<p>When properties are left derelict or vacant it has a negative impact on our community. This can include changes to the look and feel of the area, increased anti-social behaviour, and may lead to residents feeling less safe in their neighbourhoods. We also know that empty retail shops significantly impact the activation of our retail precincts, which has been seen in streets such as Carlisle, Fitzroy, and Acland streets.</p> <p>One Council action to support vibrant and safe neighbourhoods is a proposal to increase rates for owners of derelict and vacant land, as well as inactivated retail land, to discourage landowners from leaving them unused. The intent is to incentivise landowners and discourage neglect linked to safety and amenity concerns. Higher differential rates will be set for derelict land, inactivated retail land and vacant land to assist with the development of our city consistent with the objectives set out in the Council Plan. This reflects the objectives to ensure the timely development, use and activation of all land and property within the municipality.</p> <p>Following public consultation and consideration of all feedback, on 26 June 2024 Council adopted the updated <i>Rating Strategy 2022-25</i> including the expansion of differential rating in 2024/25 to land types that are negatively impacting the municipality.</p>
5	<b>Once the SEEF is completed – review the need for a gaps analysis of each activity centre and use as a basis to prepare list of 'desired' businesses for each activity centre (i.e. to plug missing services/ goods), and then incentivise these businesses through concierge service/ rates rebates etc.</b>	Completed	<p>The City of Port Phillip's Spatial Economic and Employment Framework (SEEF) was adopted by the Council on 1 May 2024. The SEEF does not identify the need for a gaps analysis of each activity centre or the preparation of a list of 'desired' businesses for each centre to fill missing services or goods. Therefore, this action is deemed completed.</p>
6	<b>Investigate a fast track process for any local laws and health permits required for new and temporary businesses and/ or 'deemed to comply' standards to avoid permits.</b>	Ongoing	<p>The City Permits Unit continues to seek improvements to the customer experience when applying for local laws permits. Customers are encouraged and guided to use the online self-service portal, My Port Phillip, for self-lodging applications.</p> <p>Trader liaison and pre-application advice is being provided, to increase understanding of permitting requirements and exemptions. Proposed improvements to the One Council workflow processes for permitting are being resolved and prioritised for implementation in 2024/25 FY.</p>

			Community and trader engagement on the Footpath Trading Guidelines took place from 19 April 2024 to 17 May 2024. These guidelines offer a framework for the sustainable use and management of footpath trading areas, making the process clearer and easier for everyone to understand and proposes a faster way for officers to consider variations to these guidelines when circumstances allow, in-turn reducing customer wait times for these decisions.
7	<b>Consider appointing a commercial priority planner &amp; adopt commercial priority process (based on the Moreland model) for new &amp; expanding businesses.</b>	Completed	This is an ongoing role. The senior planner continues to deal with planning applications that relate to any business in CoPP. This is also extended to Project Services and our major business partners across our city e.g., Luna Park recently submitted a planning application and this was dealt with by the business planner.
8	<p><b>Prepare and adopt advocacy strategy that advocates State government for the following:</b></p> <p><b>a) For temporary businesses &amp; businesses wishing to trial expansion (in both cases for up to 6 months) within Commercial/ MUZ/ industrial zoned areas:</b></p> <ul style="list-style-type: none"> <li>• <b>Waive building regulations requirements (not fire, but include DDA, toilet requirements).</b></li> <li>• <b>Waive planning requirements for use (within certain parameters such as typical business hours), car parking, internal B&amp;W.</b></li> <li>• <b>Introduce State-wide VicSmart provisions for buildings and works, liquor and signage matters.</b></li> </ul> <p><b>b) For new non-temporary businesses within commercial/ MUZ/ industrial zoned areas:</b></p> <ul style="list-style-type: none"> <li>• <b>Small v Big businesses:</b> <ul style="list-style-type: none"> <li>- <b>Confirm parameters to define each (eg &lt;500 sqm floor area, certain customer or staff numbers, etc).</b></li> </ul> </li> <li>• <b>Small businesses:</b> <ul style="list-style-type: none"> <li>- <b>Waive planning requirement for car parking, internal B&amp;W.</b></li> <li>- <b>Introduce VicSmart provisions for buildings and works, use (within certain parameters such as typical business hours), liquor and signage matters.</b></li> </ul> </li> </ul>	Completed	<p>On 6 March, the Council endorsed the <i>City of Port Phillip Advocacy Strategy 2024-2027</i>. This strategy provides Councillors, officers, and the community with a detailed advocacy process for prioritizing, implementing, and reporting on advocacy priorities. The strategy aims to clarify the work of the advocacy team and ensure that the Council maximises future opportunities through proper resourcing and relationship management.</p> <p>Each year, Council officers will prepare a prioritised list of advocacy items for consideration and endorsement by the executive and Councillors. This proposal will be presented to the Council between June and July each year, allowing advocacy priorities to reflect the outcomes of Federal and State elections, Council budgets, and alignment with grant funding opportunities and Council's membership review. Additionally, advocacy items can be added out of cycle if they meet the relevant assessment criteria. Continued advocacy on these items will be reviewed during the annual Council advocacy priority reviews in June each year.</p>
9	<b>Set up a Planning services procurement panel, in order to enable agile use of contract staff to support statutory, compliance and strategic planning services in light of recruitment issues, particularly short-term vacancies.</b>	Completed	This action was completed in mid-2022.

10	<p><b>Investigate advisory/ mentoring program for new businesses - businesses can get advice on what to consider when starting up and info on regulatory requirements.</b></p>	Completed	<p>Advice for new businesses is a key feature of the enhanced Business Concierge Service which offers tailored 1:1 advice and support, including helping businesses with:</p> <ul style="list-style-type: none"> <li>• Navigating the permit process for opening, growing, or buying a business.</li> <li>• Finding the right permits and approvals.</li> <li>• Getting information advice across Council.</li> <li>• Improving the quality of information in applications.</li> <li>• Accessing Business Victoria workshops, webinars, mentoring and business advice.</li> <li>• Businesses also have access to Council's online business support tools: Business Permit Finder and Commercial Property Lookup.</li> </ul> <p>Council's revamped/updated business webpages include information on:</p> <ul style="list-style-type: none"> <li>• Open for business guidelines and factsheets.</li> <li>• Start, grow, or buy a business.</li> <li>• Business permits and approvals.</li> <li>• Business support and resources.</li> <li>• Creative industries.</li> <li>• Business Victoria learning and advice, mentoring and webinars.</li> <li>• Victorian Small Business Commission.</li> </ul>
11	<p><b>Once a business has opened and the regulatory aspects have been finalised, handover business information on to Economic Growth. Economic Growth team can:</b></p> <p><b>a) Introduce these businesses to support opportunities &amp; resources through Council.</b></p> <p><b>b) Ensure the businesses receive dedicated Port Phillip business updates by including them in the Economic Growth mailing list.</b></p>	Commenced	<p>Businesses that make enquiries to or are referred to the Business Concierge service are provided with business support information and a link to subscribe to the mailing list for Council's business e-newsletter.</p> <p>In addition, a project is underway to develop and trial business welcome packs for new business within the municipality. The welcome packs will provide information on business supports, opportunities and resources, as well as support relationship building and continuous engagement between Council and new businesses.</p>

12	<b>Tailored Fact Sheets/checklist to assist &amp; guide new businesses. E.g., Setting/ taking over a hospitality business.</b>	Completed	<p>Council partnered with five other councils in a Victorian Government funded project to develop guidelines and fact sheets for people looking to start a business. Published on Council's website in 2023, all the information is simplified and tailored to the type of business. The guidelines provide general industry specific information. The fact sheets provide more detailed technical information on topics such building code requirements, acoustic attenuation, and planning zones. The guidelines and fact sheets are:</p> <ul style="list-style-type: none"> <li>• Entertainment and recreation</li> <li>• Fitness</li> <li>• Hospitality</li> <li>• Music Venues</li> <li>• Personal Services</li> <li>• Small Industry and manufacturing</li> <li>• Planning</li> <li>• Liquor and Food</li> <li>• Building</li> <li>• Acoustics</li> <li>• Local Laws</li> </ul>
13	<b>Increase officer attendance at Business Association meetings. Topics and variety of presence.</b>	Ongoing	<p>Over the years 2022 to 2024, Business Advisory Group meetings have included presentations from various Council officers on the following topics:</p> <ul style="list-style-type: none"> <li>• Customer experience and service improvements.</li> <li>• ePermitting (digital parking permits).</li> <li>• My Art Walk App.</li> <li>• Housing, Homelessness and City amenities.</li> <li>• Local Law Review.</li> <li>• Winter marketing campaign.</li> <li>• My Art Walk App update.</li> <li>• Spatial Economic and Employment Framework.</li> <li>• Welcoming Cities.</li> <li>• St Kilda Triangle Community Engagement.</li> <li>• South Melbourne Market Upgrade Community Engagement.</li> <li>• Footpath Trading Guidelines Feedback.</li> <li>• South Melbourne Structure Plan.</li> <li>• Dumped rubbish and precincts.</li> <li>• Parking permit review.</li> <li>• Care Share Policy and Guidelines consultation.</li> </ul>
14	<b>Resource and prioritise review of Footpath Trading Guidelines adopted by Council in 2010, (amended in 2017).</b>	Completed	<p>Community and trader engagement on the Footpath Trading Guidelines took place from 19 April 2024 to 17 May 2024. These guidelines offer a framework for the sustainable use and management of footpath trading areas, making the process clearer and easier for everyone to understand and proposes a faster way for officers to consider variations to these guidelines when circumstances allow, in-turn reducing customer wait times for these decisions. The final version of these Guidelines is due to be considered by Council at its meeting in mid-2024.</p>

## Appendix C: Evaluation of recommendations

The 12 recommendations of the plan have been evaluated against each indicator of success, current policy context and progress status.

No.	Recommendation	Project progress	Evaluation	Change
<b>Primary recommendations</b>				
1.	<p>a) <b>Undertake initial feasibility investigation of selected catalyst sites within the St Kilda MAC, including:</b></p> <ul style="list-style-type: none"> <li>• <b>context analysis.</b></li> <li>• <b>constraints and opportunities analysis.</b></li> <li>• <b>extent to which each site can achieve an economic or social benefit.</b></li> </ul>	On track	<p>The study area is experiencing increasing development pressure, particularly on catalyst sites—larger areas identified in existing strategic work for redevelopment that can accommodate higher-density residential and economic growth. The redevelopment of five of the eight the key development sites identified in the plan in 2021 have now being either approved or constructed. Refer to <b>Appendix E</b> of this review for details.</p> <p>Given this, there is an opportunity to extend this recommendation to other strategic development sites across the municipality. Similar sites face challenges due to the absence of a comprehensive planning framework to guide development outcomes. It is crucial to ensure these significant sites are developed to provide net community benefits and align with the Council's objectives.</p> <p>Establishing a consistent method for identifying and managing these sites will make the process more efficient in terms of resources and budget. This holistic approach aligns with the Council's vision for fostering responsible and visionary development. Formally defining and renaming the catalyst sites as strategic development sites and extending the initiative could streamline the process and ensure consistency.</p> <p>The recommendation should also be reworded to include the word "environmental" because it emphasises the importance of considering the environmental impact of development projects. This addition ensures that environmental benefits are explicitly recognised alongside economic and social benefits, promoting sustainable and responsible development practices.</p>	<p>The recommendation should be reworded to:</p> <p><i>“Undertake initial feasibility investigation of identified strategic development sites within the municipality, which may include:</i></p> <ul style="list-style-type: none"> <li>• <i>A context analysis.</i></li> <li>• <i>A constraints and opportunities analysis.</i></li> <li>• <i>The extent to which each site can achieve an economic, environmental, or social benefit.”</i></li> </ul> <p>This recommendation should be led by City Design.</p>

			Adding the word "may" to this recommendation introduces flexibility and acknowledges that not all components may be feasible or necessary for each strategic development sites.	
	<b>b) Work with proponents to facilitate development of catalyst sites that have an economic or social benefit through site specific planning scheme amendments (if required) or planning permit applications.</b>	On track	<p>Prioritising and progressing the investigation of sites is dependent on development pressures and emerging opportunities, potentially involving collaborations with the Victorian Government or developer-led initiatives.</p> <p>Refer to the evaluation item 1. a) for justification on the inclusion of the word "environmental."</p>	The recommendation should be reworded to:  <i>"Work with proponents to facilitate development of strategic development sites that have an economic, environmental, or social benefit through site specific planning scheme amendments (if required) or planning permit applications."</i>
2.	<b>Remove barriers to new and temporary businesses opening, and existing business expanding, in existing activity centres through an advocacy strategy and business improvement initiatives within the organisation. (See Appendix 3)</b>	On track	<p>Simplifying the process for new and existing businesses will foster economic growth and align with the Council's strategic goals. However, terms like 'remove' and 'barriers' do not accurately reflect the work undertaken across the organisation to support local enterprises.</p> <p>The reference to "Appendix 3" of the St Kilda Strategic Plan should be removed from this recommendation, as the potential actions are either business-as-usual (BAU), ongoing, or completed, and duplicate the recommendations in the main body of the plan.</p>	The recommendation should be reworded to:  <i>"Contribute to building a resilient and sustainable local economy by delivering initiatives, projects, services, policies, and advocacy that attract new businesses and support the retention and growth of existing ones."</i>
3.	<p><b>Prepare a Structure Plan for St Kilda MAC sub-precinct which includes:</b></p> <ul style="list-style-type: none"> <li><b>Review of the activity centre boundary, including of sub-precincts (such as the inclusion of Inkerman Street between Barkly Street/St Kilda Road and sections of Barkly Street north and south of Inkerman Street).</b></li> <li><b>An Urban Design Framework, which includes a built form review to inform planning controls, such as DDOs.</b></li> <li><b>A plan to guide the development of the St Kilda foreshore.</b></li> <li><b>A full retail demand and competition analysis.</b></li> <li><b>Review of land uses.</b></li> <li><b>Alignment with any foreshore management plan</b></li> </ul>	On track	<p>As a designated major activity centre, St Kilda plays an important role in achieving the objectives of Plan Melbourne 2017-2050, particularly in terms of housing and employment. The area faces significant development pressure and requires revitalisation. A structure plan is necessary to provide a cohesive and clear framework for managing change, ensuring a balanced approach to economic and population growth while enhancing the overall urban environment. It is noted that while structure plans provide important broad integrated land use and development direction, they are complex and resource intensive projects that require several years each to complete.</p> <p>Adding the word "may" to this recommendation introduces flexibility and acknowledges that not all components may be feasible or necessary for the final Structure Plan. This allows for a tailored approach based on evolving priorities, resource availability, and stakeholder input.</p>	The recommendation should be reworded to:  <i>"Prepare a Structure Plan for St Kilda MAC, which may include:</i> <ul style="list-style-type: none"> <li><i>A review of the activity centre boundary, including of sub-precincts (such as the inclusion of Inkerman Street between Barkly Street/St Kilda Road and sections of Barkly Street north and south of Inkerman Street).</i></li> <li><i>An Urban Design Framework, which includes a built form review to inform planning controls, such as DDOs.</i></li> <li><i>A plan to guide the development of the St Kilda foreshore.</i></li> <li><i>A full retail demand and competition analysis.</i></li> <li><i>A review of land uses.</i></li> <li><i>Alignment with any foreshore management plan.</i></li> </ul>

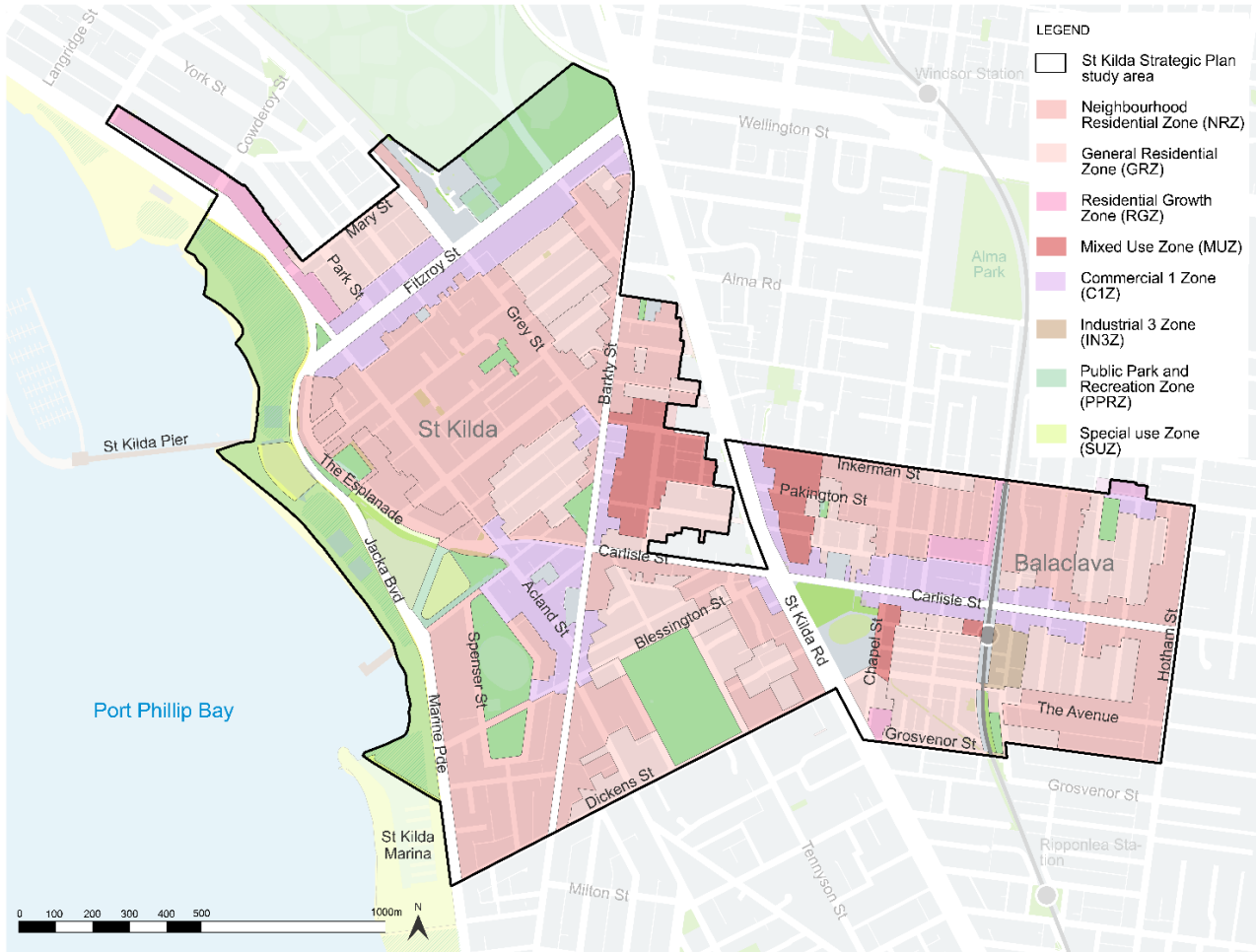
	<ul style="list-style-type: none"> <li>• <b>Review car parking demand and issues and the need for any car parking controls.</b></li> <li>• <b>Consideration of public safety and CPTED principals.</b></li> <li>• <b>Co-location and clustering of community facilities in accessible locations.</b></li> <li>• <b>Considers the future Vision for precincts, including Fitzroy Street.</b></li> <li>• <b>Focus on resilient centres.</b></li> </ul>			<ul style="list-style-type: none"> <li>• <i>A review car parking demand and issues and the need for any car parking controls.</i></li> <li>• <i>Consideration of public safety and CPTED principals.</i></li> <li>• <i>Co-location and clustering of community facilities in accessible locations.</i></li> <li>• <i>Considers the future Vision for precincts, including Fitzroy Street.</i></li> <li>• <i>A focus on resilient centres.”</i></li> </ul> <p>Given the need for this work, the timeline should be moved from the medium term to the short-term.</p>
<b>Secondary recommendations</b>				
4.	<p><b>Create and curate St Kilda Arts precinct (e.g., brand development, wayfaring, street signs, promotions, etc), to capitalise on existing arts organisations.</b></p>	At risk	<p>Supporting arts and culture aligns with the Creative and Prosperous City Strategy 2023-2026 and promotes St Kilda as a vibrant cultural hub. However, the adopted strategy does not specifically mention the creation of a “St Kilda Arts Precinct,” instead referring only to South Melbourne. Additionally, there is now a designated live music precinct in St Kilda. The omission of the St Kilda Live Music Precinct in the plan is clear, and this recommendation should be reworded to reference the work being undertaken in that space.</p>	<p>The recommendation should be reworded to:</p> <p><i>“Support the arts and culture industries in the area through arts, festivals, events, activation and promotion, and the continued development of the St Kilda Live Music Precinct.”</i></p>
5.	<p><b>Complete and implement the HO7 precinct review (2021-2022) and the HO5 precinct review (2023-2024).</b></p>	At risk	<p>These two precinct reviews form part of Council’s Heritage Program implementation and have both commenced. CoPP continues to experience strong development pressure, which results in more heritage buildings and historical context being adapted, redeveloped, or destroyed. Ongoing review of existing and potential heritage places and the associated underlying heritage documents are required to ensure heritage places are protected and heritage controls are robust and up to date. Additionally, State government requirements for heritage places continue to change, resulting in a statutory obligation on Council as the planning authority to review existing heritage documents and policies.</p> <p>Council has requested the Minister for Planning authorise CoPP to undertake an amendment to the Port Phillip Planning Scheme (Amendment C206port) to implement the findings of the HO7 Review. While no timeframe for a decision has been provided, this is beyond the Council's control, and there is a risk that it may affect timeframes and delivery.</p>	No change

6.	<b>Further investigate the need for a review of the land use and built form controls of the William Street precinct.</b>	At risk	The William Street precinct requires further strategic planning. This recommendation, also identified in the <i>Carlisle Street Major Activity Centre Structure Plan 2009</i> , should be integrated into a broader review of the Carlisle Street MAC. This comprehensive review should include a review of the existing zoning and built form controls, reflecting best practice in urban planning by considering the precinct within the wider context of the MAC. This integrated approach will ensure a cohesive and efficient use of resources, ultimately saving money and staff time.	This recommendation should be incorporated into recommendation 11.
7.	<b>Review and investigate the feasibility of completing the following key Balaclava Walk masterplan projects:</b> <ul style="list-style-type: none"> <li>• <i>Balaclava Walk West.</i></li> <li>• <i>Nightingale Street works.</i></li> </ul>	Completed	This work is deemed to be completed. Transport assessed the feasibility of a raised pedestrian crossing across Nightingale Street, connecting the rail line walking path west of the rail line. This recommendation should be removed.	This recommendation is now completed and should be removed.
8.	<b>Following completion of the Spatial Economic and Employment Framework and the Housing Strategy, further investigate the need for a new Activity Centres Strategy.</b>	Completed	The adopted SEEF investigated the need for and subsequently recommended the development of a new activity centre strategy.	This recommendation is now completed and should be removed.
9.	<b>Develop a Licenced Premises Policy to guide the appropriate location and design of licensed premises to ensure they make a positive contribution commensurate to the role of each activity centre and to effectively manage amenity impacts.</b>	Off track	A 2023 review by the Department of Treasury and Finance found that duplication of planning and liquor licensing processes costs licensed venues in Victoria significant time and money. As part of the Whole of Victorian Government Regulatory Reform program, options are being explored to streamline these processes, reducing regulatory burdens and costs for hospitality businesses. Given that liquor licensing reform is being addressed by the State Government, this recommendation should be removed from the St Kilda Strategic Plan. State-led reform will reduce costs to Council and streamline processes. Future structure planning in the study area would not be impacted by not completing this work.  This change will save CoPP approximately \$40k for preparation and \$70k for planning scheme amendment implementation (as indicated in the plan).	This recommendation should be removed.
10.	<b>Undertake a Community Infrastructure Needs Assessment to determine the community facilities and services</b>	At risk	This assessment will ensure that community infrastructure supports population growth and community wellbeing, aligning with other strategic documents. St Kilda has significant community infrastructure needs that support health and wellbeing. A new assessment will also benefit from all the work	This recommendation should be reworded to:  <i>"Undertake a municipal-wide Community Infrastructure Needs Assessment to</i>

	<b>required in each centre. To be completed before Structure Plan.</b>		done post the adoption of the St Kilda Strategic Plan. However, it does not need to be completed before structure planning can commence, as demonstrated by the development of the South Melbourne Structure Plan.	<i>determine the community facilities and services required.</i>  Given that no work has commenced, this recommendation should be moved to a medium-term priority.  It is also more appropriate for this task to be led by Community Building and Inclusion rather than strategic planning.
11.	<p><b>Undertake a built form review for Carlisle Street MAC (this may take the form of a review the existing 2009 Urban Design Framework) which includes, but is not limited to:</b></p> <ul style="list-style-type: none"> <li><b>Review of heritage sightline requirements.</b></li> <li><b>Review ongoing relevance of mandatory and discretionary requirements of DDO21.</b></li> </ul>	At risk	<p>The last structure plan of Carlisle Street, completed in 2009, is now outdated and requires updating to address the increasing development pressures within the MAC. A new structure plan should reflect best practice in urban planning by integrating considerations such as zoning, built form controls, heritage sightlines, mandatory and discretionary development requirements, access and movement, design quality, amenity, sustainability, and public spaces, including streets and parks.</p> <p>Adding the word "may" to this recommendation introduces flexibility and acknowledges that not all components may be feasible or necessary for the final Structure Plan. This allows for a tailored approach based on evolving priorities, resource availability, and stakeholder input.</p>	<p>This recommendation should be combined with recommendation 12 and reworded to:</p> <p><i>"Undertake a land use and built form review of the Carlisle Street MAC and prepare a revised Carlisle Street Structure Plan, with implementation plan, which may include:</i></p> <ul style="list-style-type: none"> <li><i>A review of car parking and the need for any car parking controls within the Carlisle Street MAC.</i></li> <li><i>Further investigation of the need for a review of the land use and built form controls of the William Street precinct.</i></li> <li><i>A review of heritage sightline requirements.</i></li> <li><i>A review of the ongoing relevance of mandatory and discretionary requirements of DDO21."</i></li> </ul> <p>Given the need for this work, the timeline should be moved from the long-term to the short-term.</p>
12.	<p><b>Prepare a revised Carlisle Street Structure Plan, with implementation plan, which includes:</b></p> <ul style="list-style-type: none"> <li><b>Review of car parking and the need for any car parking controls within the Carlisle Street MAC.</b></li> </ul> <p><b>This assumes there is no requirement for a UDF (as completed above).</b></p>	On track	Refer to comments in relation to recommendation 11.	Refer to comments in relation to recommendation 11.

# Appendix D: Zone profile

Map of the study area of the current zone profile.



# Appendix E: Update on key development sites

Status update on key development sites identified in the Plan.

